

Organization Capacity Evaluation

Organization: The Food Bank for Central and Northeast Missouri

Date of Review: August 15th, 2013

Evaluation Valid: July 1, 2013-June 30, 2016

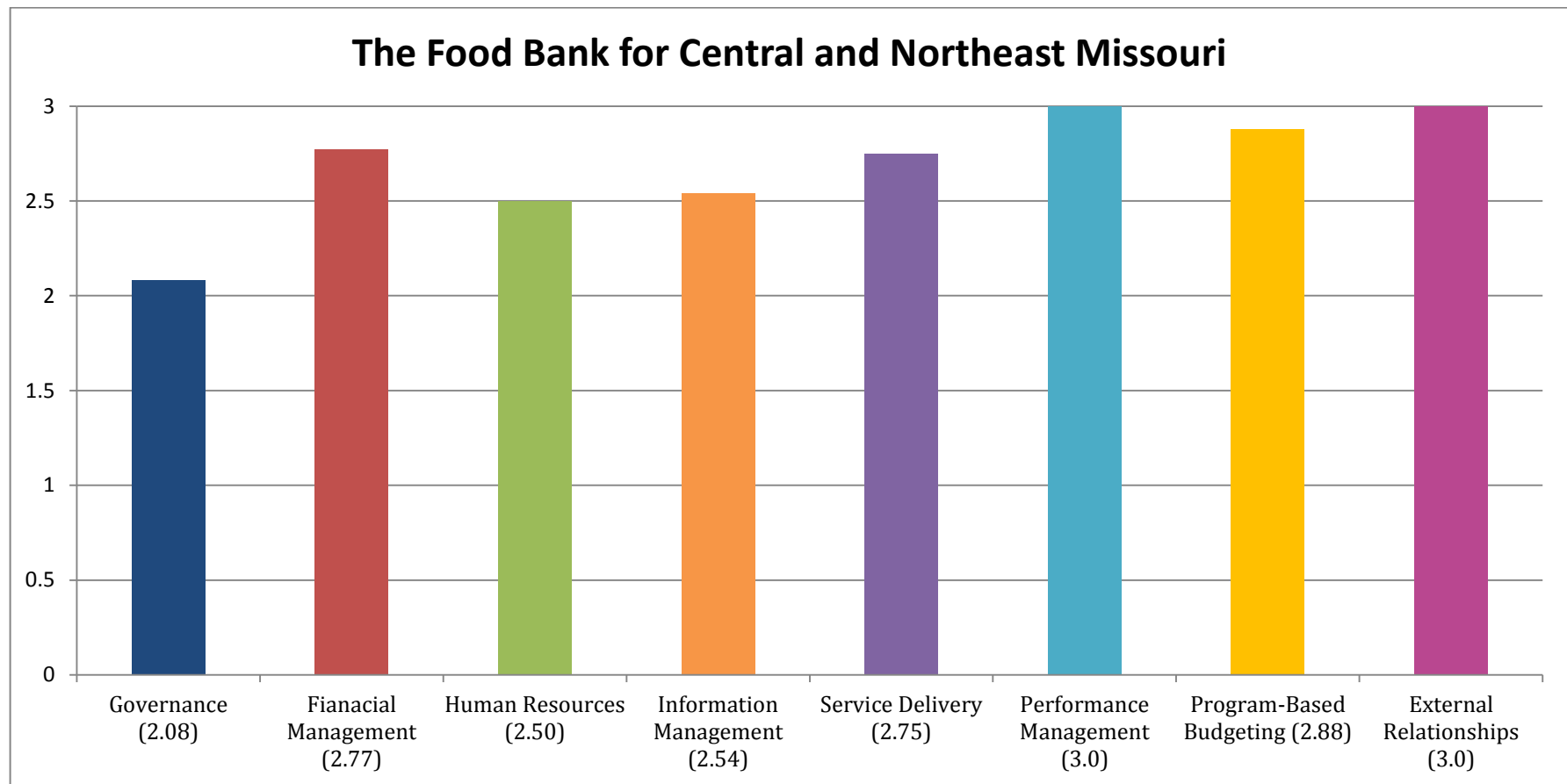
Overall Evaluation Score: 2.69

Scale

3 = High Level of Capacity

2 = Moderate Level of Capacity

1 = Low Level of Capacity



1. Governance: 2.08

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of organization’s reason for existence. Looking to expand the mission to help people transition out of poverty		3
Vision Statement	No written vision statement		1
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Required to have a min. of 4 members with a max. of 25, currently have 24 members	3	
<ul style="list-style-type: none"> • Average Rate 	Have been at 21-25 board members for the last 3 year	3	
<ul style="list-style-type: none"> • Terms and term limits 	3 year terms, no limit on the number of terms	1	
<ul style="list-style-type: none"> • Reflective of demographic served 	No – do not have all locations represented on the board. Have started advisory councils to allow for feedback from most locations	1	
<ul style="list-style-type: none"> • Role in goal setting and management 	Provides strong direction, support and accountability to leadership	3	
<ul style="list-style-type: none"> • Family/business relationships 	Yes – some business relationships with board member’s businesses	1	
<i>Board of Directors Average Score:</i>		12/6=	2.0
Policies and Practices			
<ul style="list-style-type: none"> • Conflict of interest policy 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Whistleblower policy 	No	1	
<ul style="list-style-type: none"> • Document retention policy 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Business continuity plan 	No	1	
<ul style="list-style-type: none"> • Document meetings and track actions 	Yes- Reviewed by evaluator, Date: 7/23/13	3	
<ul style="list-style-type: none"> • ED hiring process 	High – Executive Director confirms	3	

(Review and approval by independent persons, comparability data, and verification of the deliberation and decision)	that in future hiring practices the process would include all three		
<ul style="list-style-type: none"> Lobbying written policies and reported on IRS990 	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		14/6=	2.33
<i>Governance Capacity Score:</i>		8.33/4=	2.08

2. Financial Management: 2.77

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
<ul style="list-style-type: none"> Written financial policies and procedures 	Yes- Reviewed by evaluator	3	
<ul style="list-style-type: none"> Accountability standards or practices and controls to ensure accuracy 	Adhere to the financial policies and procedures. Double check on all financial statements, separation of duties, and strong checks and balances	3	
<ul style="list-style-type: none"> Accrual basis accounting 	No – Cash basis accounting	1	
<i>Policies, Practices, and Procedures Average Score:</i>		7/3=	2.33
Oversight			
<ul style="list-style-type: none"> Person Responsible for daily fiscal management 	Director of Finance	Report	
<ul style="list-style-type: none"> Is this person dedicated to fiscal management 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for budget development 	Executive Director	Report	
<ul style="list-style-type: none"> Treasurer 	Yes – Active Treasurer	3	
<ul style="list-style-type: none"> Board oversight 	Financial records are prepared and presented by the Treasurer at monthly meetings	Report	
<ul style="list-style-type: none"> Annual review overseen by board 	Yes	3	
<ul style="list-style-type: none"> Form 990 provided to the Board of Directors 	Yes	3	
<i>Oversight Average Score:</i>		12/4=	3.0

Insurance			
• Workers' compensation	Yes	3	
• Business Auto Liability	Yes	3	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	N/A – no licensed staff	N/A	
• Other types of insurance	Special event insurance	Report	
<i>Insurance Average Score:</i>		12/4=	3.0
<i>Financial Management Capacity Score:</i>		8.33/3=	2.77

3. Human Resources: 2.50

	Response	Subheading Score	Category Score
Employment Policies and Practices			
• Written personnel policies	Yes- Reviewed by evaluator	3	
• Non-discrimination in employment policy	Yes- Reviewed by evaluator	3	
• Affirmative Action Plan	Yes- Reviewed by evaluator	3	
• Workforce reflective of demographic served	Yes – Determined by % of racial, age, and gender make-up	3	
• Labor laws clearly posted	Yes- Observed by evaluator	3	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	No	1	
• How often conducted?	At employment	Report	
<i>Employment Policies and Practices Average Score:</i>		19/7=	2.71
Staff Training and Development			
• New employee orientation	Yes - and a newly created employee council	3	
• Staff Development Plan	No	1	
• Leadership Development Plan	No	1	
• Succession Plan	No	1	
• License and certification	License and certification requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		9/5=	1.8
Volunteers			
• Screened and trained	Volunteer intake form, screening process and training, community service individuals go through background checks	3	
• How are volunteers utilized?	Food packaging and distribution, Buddy Banks, special events	Report	

<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		7.51/3=	2.50

4. Information Management: 2.54

		Subheading Score	Category Score
Policies and Procedures			
• Retention and destruction policies	Yes- Reviewed by evaluator	3	
• Funder requirements incorporated	Yes – Follow Feeding America requirements	3	
• Identify the records custodian	Director of Finance	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	3.0
Data Management			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	No	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	Yes	Report	
<i>Data Collection Score:</i>	8 of 9 = High		3.0
• Who has access to program data	Intake staff, Pantry Coordinator and Administrative staff	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Moderate – the organization strives to ensure reliability and validity	2	
• Data retained in accordance with policy?	Yes	3	

<i>Program Data Management Average Score:</i>		11/4=	2.75
Confidentiality			
• Confidentiality policies and procedures	No	1	
• Confidentiality agreement for:			
○ Employees	No	1	
○ Volunteers	No	1	
○ Board members	No	1	
• How often are they renewed	N/A	Report	
• Regular Trainings	No	1	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	Yes	3	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes - both	3	
<i>Confidentiality Average Score:</i>		17/9=	1.88
Systems and Infrastructure			
• Meets current and anticipated needs	Yes – updated inventory and financial package in 2011 and purchased a new donor database	3	
• Challenges	No challenges or barriers	Report	
• Upgrades in next 2 years	No	Report	
• Off-site data storage	No	1	
• Data management software	Ceres, Donor Perfect, ODM	Report	
• Network computer system	Yes	3	
• Network administrator on staff	No	1	
• Network back-up protocol	Yes	3	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data Collection	Moderate	2	
○ Data Management	High	3	
○ Data Reporting	Moderate	2	

○ Data Storage	Low	1	
<i>Systems and Infrastructure Average Score:</i>		19/9=	2.11
<i>Information Systems Capacity Score:</i>		12.74/5=	2.54

5. Service Delivery: 2.75

	Response	Subheading Score	Category Score
Program Services			
• Most successful aspect of program(s)	Organization strives to make 25% of product fresh fruit and vegetables, currently at 19%	Report	
• Barriers	Keeping up with the demand, 20% increase of people served compared to last year, 215 new families per month are being served	Report	
Infrastructure			
• Meet current and anticipated needs	Yes	3	
• Rate capacity for <ul style="list-style-type: none"> ○ Office building and meeting space ○ Parking ○ Storage 	High High High	Report Report Report	
<i>Infrastructure Average Score:</i>		3/1=	3.0
Policies, Practices, and Procedure			
• ADA Compliance and documentation	Yes- Reviewed by evaluator – Determined by: occupancy permit, recent renovations	3	
• Written non-discrimination in public accommodations	Yes- Reviewed by evaluator	3	
• Fulfill staffing ratios	N/A	N/A	
• Do you solicit feedback from participants	Suggestion box and conduct surveys twice per year with pantry clients	3	
• Customer grievance process	No	1	

<i>Policies, Practices, and Procedure Average Score:</i>		10/4=	2.5
<i>Service Delivery Capacity Score:</i>		5.5/2=	2.75

6. Performance Management: 3.0

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> Barriers and challenges 	No barriers or challenges	Report	
<ul style="list-style-type: none"> Utilized to guide programming 	Identify effective practices, direct resources to the areas with the highest need, improve service delivery	3	
<ul style="list-style-type: none"> Consistent with other funders 	Yes	Report	
<ul style="list-style-type: none"> Communicated to board 	Yes	3	
<ul style="list-style-type: none"> Communicated to staff and volunteers 	Yes	3	
<ul style="list-style-type: none"> Rate systems for <ul style="list-style-type: none"> Monitoring performance Reporting performance Utilizing performance for evaluation and planning 	High High High	3 3 3	
<i>Performance Management Capacity Score:</i>		18/6=	3.0

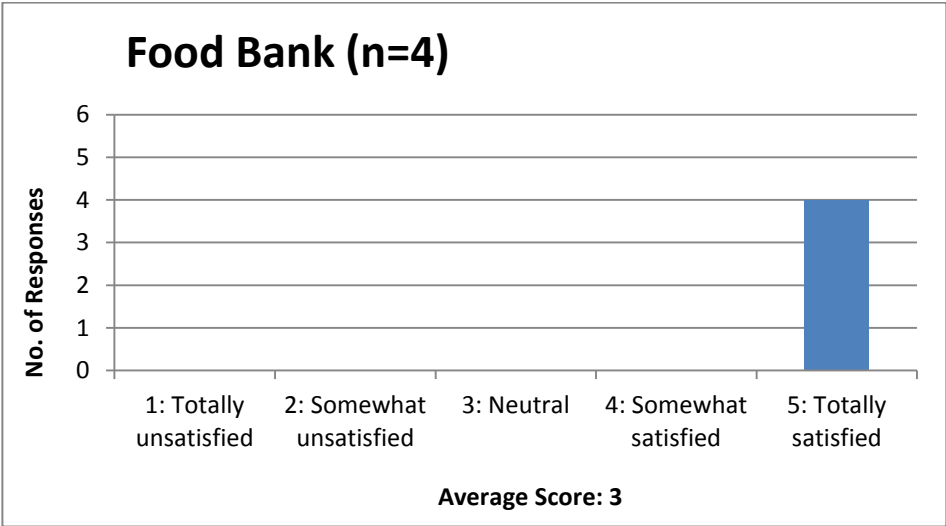
7. Program-Based Budgeting: 2.88

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	High – Well-designed and informed budget development process, utilizes historical data, uses performance measures to inform process, budgets are rigorously managed and adhered to	3	
<ul style="list-style-type: none"> Does the process cover projected: <ul style="list-style-type: none"> Ongoing revenues and expenditures Occasional or special revenues and expenditures Capital expenditures 	Yes – all included	3	
<ul style="list-style-type: none"> Board members utilized 	Yes	3	
<ul style="list-style-type: none"> Annual program budgets tied to annual operational plan 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for oversight 	Director of Finance and Executive Director	Report	
<ul style="list-style-type: none"> Rate systems for: <ul style="list-style-type: none"> Developing program budgets Assessing data to recognize trends Working with staff to understand budgets Working with board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>Moderate</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p>	
Program Based-budgeting Capacity Score:		26/9=	2.88

8. External Relationships: 3.0

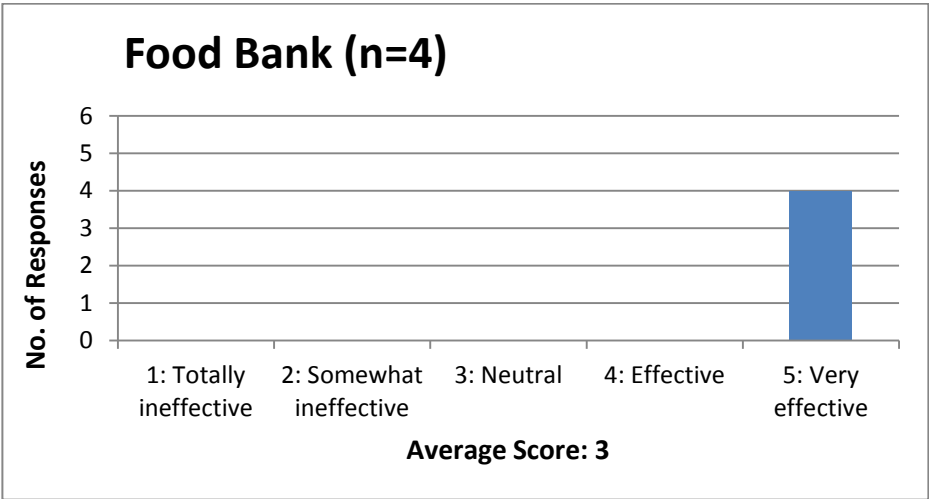
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Maintain strong, high-impact relationships, and strong media partnerships	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External Partner Feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See Attached	3 3	
<i>External Relationships Capacity Score:</i>		12/4=	3

Please rate your overall satisfaction with your partnership with the agency.



<u>Scale</u>
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



<u>Scale</u>
3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

They are a true blessing to the communities they service and we are proud and honored to be in a long-term partnership with them.

Very efficient/effective organization, excellent delivery process, great communication of vision/mission/purpose, excellent funding models, outstanding leadership, and excellent Board involvement. Very, very well run.

FBCNM is perhaps our strongest partner both in terms of our working relationship and in terms of their ability to serve people in need efficiently and effectively. They have the strongest fundraising operation and quality volunteer support and oversight. They can be a model to other agencies on non-profit management best practices.